“Study of Housekeeping Services in the Tertiary Care, Government Hospital”

Nidhi Bisht
Roll No.PG/08/034

GOVERNMENT DOON MALE HOSPITAL

1	Name of the Institution	:	Government Doon Hospital (Male)
2	Date of establishment	:	1854
3	Size of hospital (no. of inpatient beds)	:	252 (sanctioned)
4	Scope of services	:	Large size general hospital
5	Name of owner entity	:	State Government of Uttarakhand
6	Status of owner entity	:	State Government
7	Chief Medical Superintendent	:	Dr. R K Pant
8	Registered office / address	:	Government Doon Hospital, Dehradun, Uttarakhand

Tasks/Duties performed

- As a contractual consultant for IMACS the work allotted to me at Doon Hospital,Dehradun included the following :
- As the hospital has received the ISO certificate the hospital is in the hand holding phase as per the contract with NHSRC new Delhi. Hand holding phase may be defined as the time period after the certification process is over the Consultant at base assists the Medical Superintendent of the hospital in the quality control activities which were initiated during the phase of ISO Certification .
- The main activities to be performed includes the following :
- Documentation and Data Management
- Control of quality records
- Control of Non- conforming hospital services
- Internal quality audit
- Corrective and preventive action management for the non – conformities found during internal audit.
- Data acquisition ,analysis and continual improvement in hospital performance.
- Hospital performance management review meetings.

Problem Statement

- The hospital has outsourced housekeeping services being appointed by the state government. The housekeeping services are not effective for providing the quality service in the hospital. The housekeeping service doesn't have set standard time for each process and for the person carrying out the respective activity .No timelines were followed and no cleaning schedule was in place. Thus, it might be difficult for them to increase productivity and streamline the respective process timely to complete a work.

Objective of study

- The objective towards accomplishing the study is:
- To study the scope of the housekeeping services in the hospital.
- To study the various systems which are placed for delivery in services.
- Monitoring, control and evaluation mechanism for housekeeping services.
- To identify bottleneck and suggest remedial mechanisms including a road map for action plan.

Techniques of Motion and Time study

- Motion study has the greatest potential for savings. We can by eliminating the task or combining the task with some task. We can rearrange the elements of work to reduce the work content and we can simplify the operation by moving part. Thus, among the techniques for motion study are:
- (i) Process charts
- (ii) Flow diagrams
- (iii) Operation charts
- (iv) Flow process charts
- (v) Multiple activity charts

Limitations of the study:

- 1. The study was conducted in first shift i.e. from 7 am to 2 pm, comprising of 22 people working in that. The study included the 16 people from the shift and there processes were tracked .out of the 22 people , 4 people who work outside in maintaining the hospital premises were excluded from the study ,because of the their processes were different from the other 16. So, sample of 16 people were taken for 3 days to note the timing of each process to conduct time motion study.

RESEARCH METHODOLOGY

Research Design

- Review of literature
- Review of records
- Identification of tools and techniques for service delivery.
- Satisfaction survey amongst providers and service recipients.
- Time study to analyze the standard time for each activity and observe and eliminate the extra time in a process and hence come out with alternatives and recommendations for the same.

Study tools

(a) Pre –questionnaire survey- i.e. Pilot Study on questionnaire

(b) Time and Motion Study

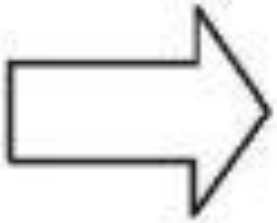
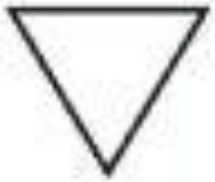
- **(i) Pre –questionnaire survey- i.e. Pilot Study on questionnaire-**
- **60 sample size**
- The Satisfaction survey amongst service provider and service recipients was conducted on scale of 1-5 of their satisfaction levels of availing the services and outlook of the hospital environment, maintenance and sanitation level in hospital.
- (ii) **Systematic Observation**-
- Systematic observation means researcher are required to observe the whole work process in that industry, then select and focusing on which process or job that want to study. Based on the observation, is needs to record everything happens in each process from the start to finish the work process.

- (iii) **Process Chart-**
- Process chart is used to show facts as handling, inspection, operations, storage and delays that occur in the work process, where it was happened when the process moves from one process to another process until it finished. Each fact can be represented by symbols, where it is used to describe the process steps.

PROCESS FLOW CHART

- The study can be carried out by preparing process chart, which is a chart to record a process in a compact manner, as a means of understanding and improving it.
- The process chart explains systematically the series of actions done during the work process and also gives the information graphically.
- The process chart is prepared based on certain number of symbols i.e. Operation. Transportation, Inspection, Delay and Storage. Sometimes few /activities may be combined also.
- **Operation**: An operation represents the real work that is carried out, mainly the time spent on treatment to patient directly.
- **Transportation**: The staff moves certain object or moving one place to another place, except when the movement is not part of the operation and inspection.
- **Inspection**: Inspection means a person examining the work accuracy or checking the materials required or checking and comparing with a standard as quantity or quality.
- **Delay**: There may be some gap between activities or before performing the next action some delay due to various reasons.
- **Storage**: Storage occurs when the activity is stopped and it is not performed.

Symbols for activities

Inspection	Operation	Transportation	Delay	Storage
				

Calculation

Step By Step

- 1. Establish the standard job method.
- 2. Breakdown the job into elements i.e. 20 Activities.
- 3. Study the Job.
- 4. Rate the worker's performance.
- 5. Compute the average time.
- 6. Compute the normal Time:

  N (t) = (t) (RF)

  N (t) =Normal Time

  (t)= elemental average time

  (RF)= rating factor, which is assumed to be 100% in the study.
- 7. Compute the standard time-

  ST=N (t) (1+ AF)

  Where,

  N (t) = Normal Time

  AF = Allowance factor i.e. fatigue factor which is assumed to be 5 % in this study.

  ST = Standard time

Steps

There are four steps to complete this study. There are given below according to their sequence:

(i) **Select**: select the process or job to be studied.

(ii) **Record**: observe and record all the relevant facts related to the work process.

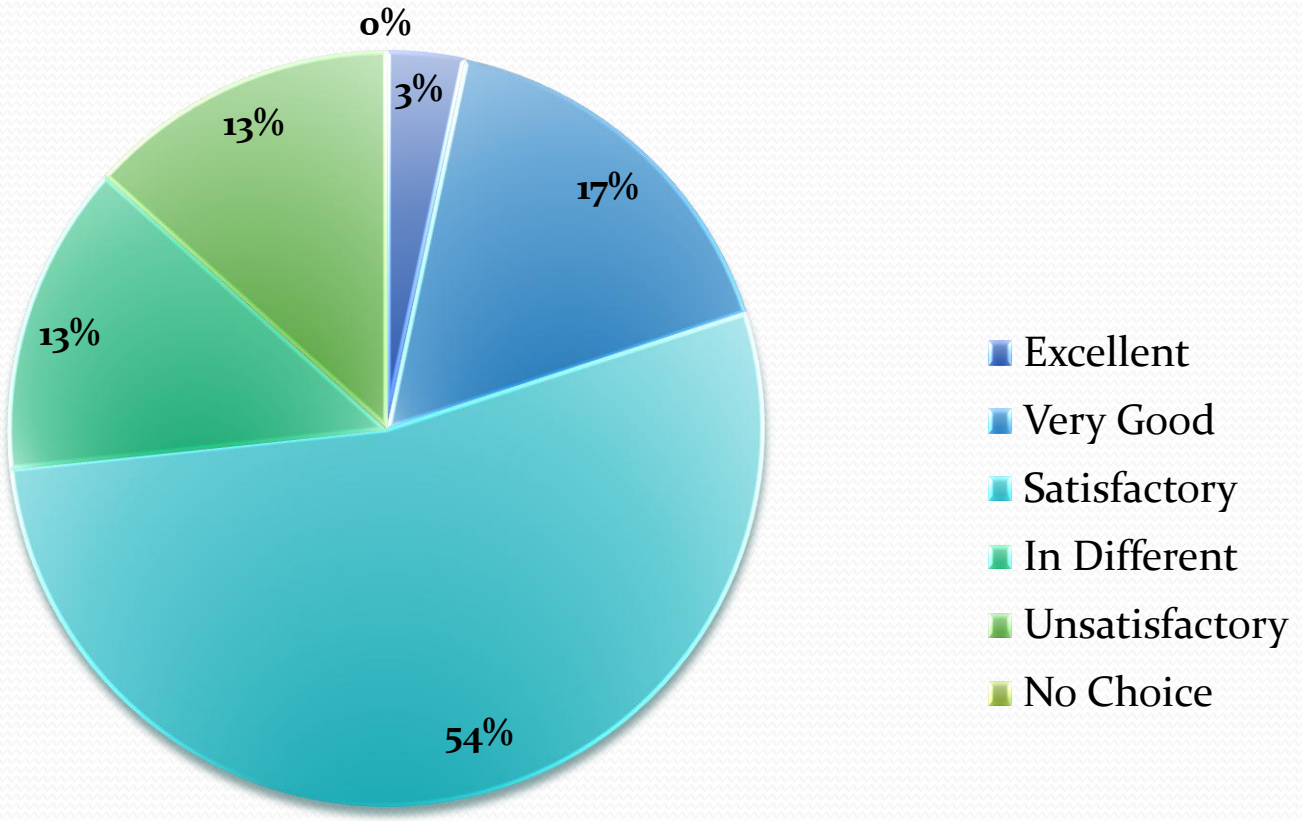
(iii) **Examine:** examine each recorded fact critically

(iv) **Develop**: develop the most efficient work process.

3.1 Satisfaction Survey

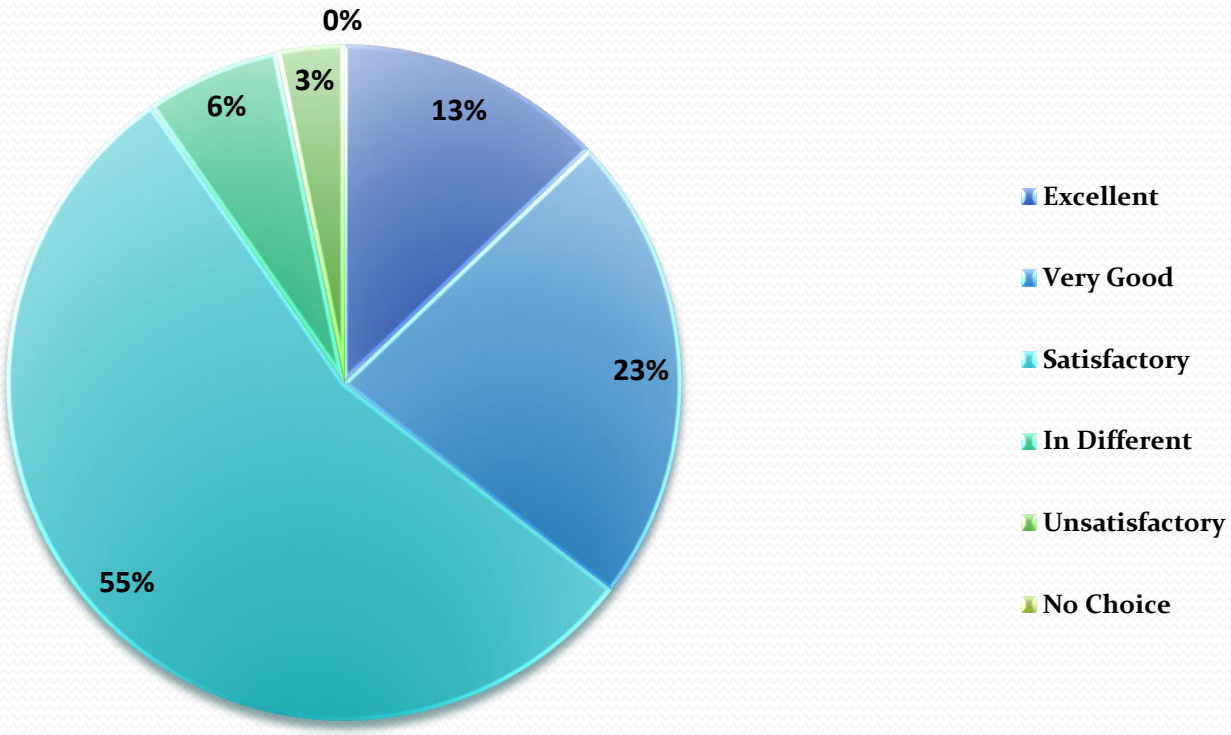
- A sample size of 60 people was taken. A 10 points questionnaire was taken regarding service satisfaction in the hospital. The scale of 1-5 was taken to access the scale of satisfaction.

Result

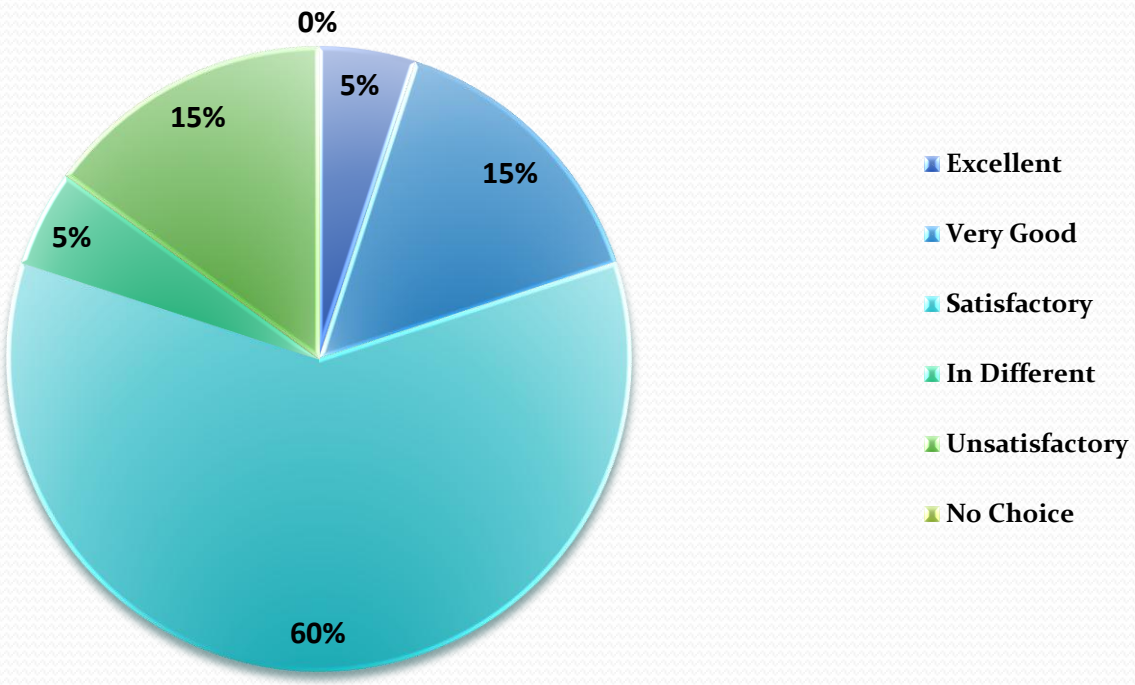


Are you satisfied by the hospital environment ?

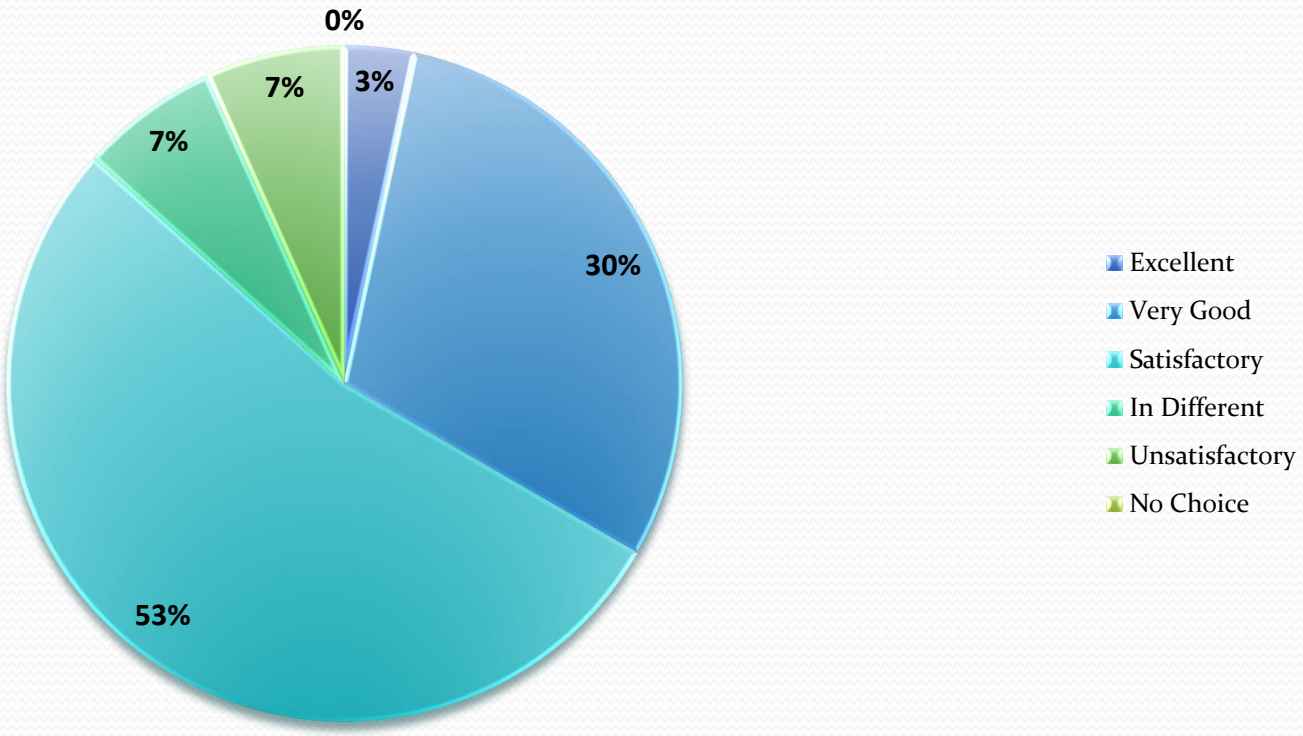
How much will you grade the level of cleanliness in hospital.



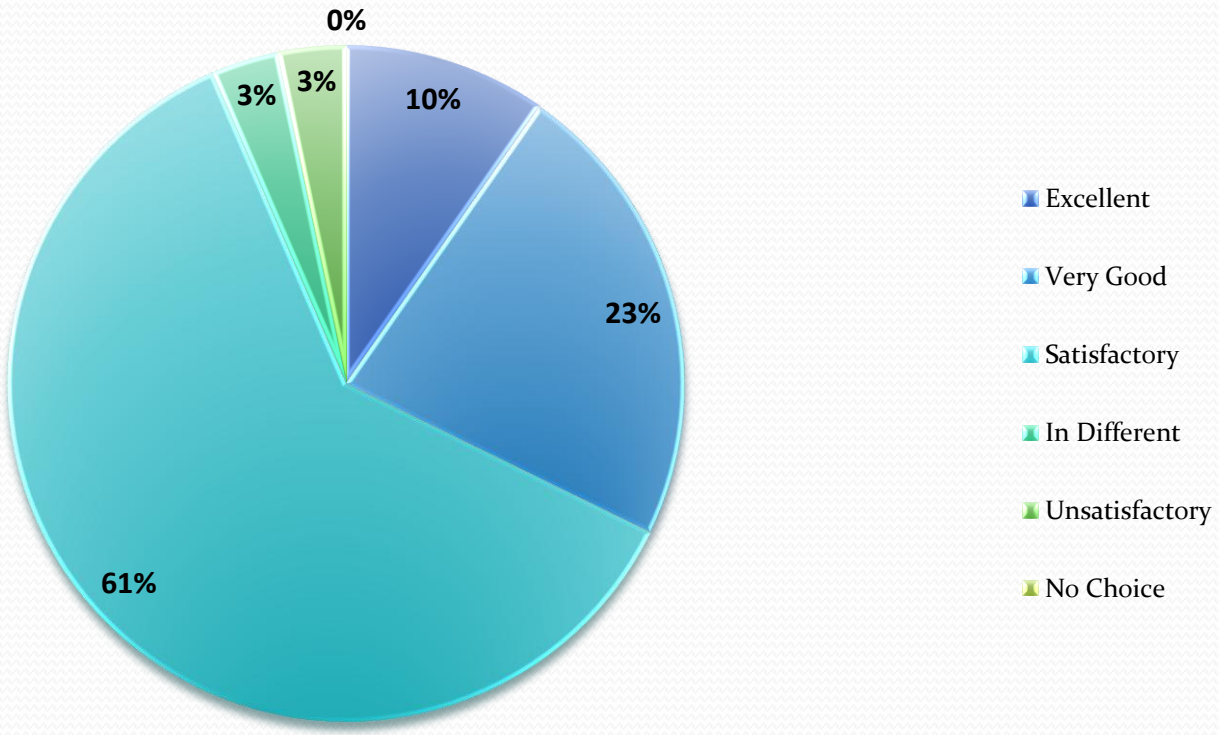
Are you satisfied with the cleanliness and sanitation of toilets ?



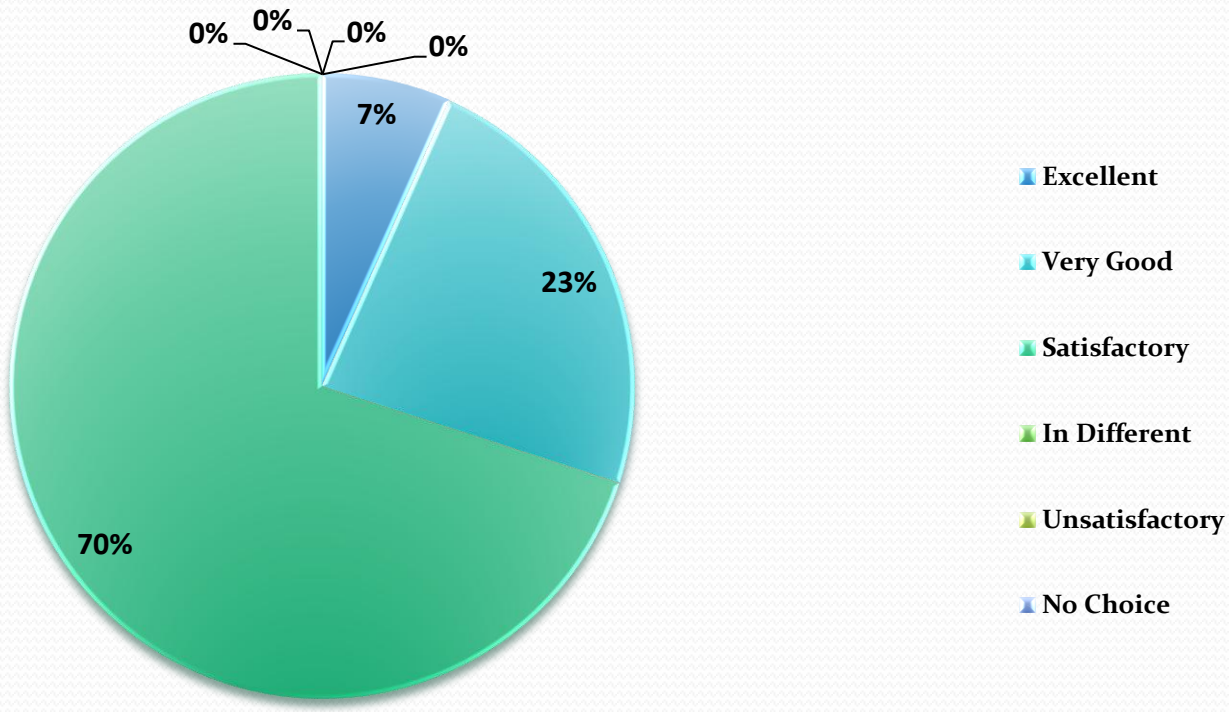
Does the ward look clean and tidy ?



Are all the waste bins cleaned and empitied regularly



Were you satisfied with the overall cleaning practices and attitude of the housekeeping people in the hospital.



PROCESS FLOW CHART FOR ABOVE MAINTAINED ACTIVITIES-

S.no	Activity
1.	Attendance in the morning
2.	Duties assigned by the supervisor.
3.	Collects their respective broom and mop from the janitor's room.
4.	Goes to respective work areas.
5.	Sweeps the floor of the area.
6.	Picks up the Waste and put in the dustbin.
7.	Collects the Mop and washes it.
8.	Mops the floor of the work area
9.	Cleans the toilets.
10.	Cleans the tiles and windows.
11.	Tea Time
12	Goes to the Particular ward /respective work area.
13.	Collects the bio-medical waste.
14.	Goes to the Bio-medical disposal area to keep the waste.
15.	.Wait for the biomedical in-charge for getting the register signed.
16.	Gets the bio-medical register signed by the sister in charge
17.	Goes back to respective ward.
18.	Mops the Floor again before the CMS round.
19.	Cleaning of toilets.
20.	Lunch Time for I hour.
21.	Mops the Floor.
22.	Goes to the housekeeping office.
23.	Keeps the broom/mop in janitor room.

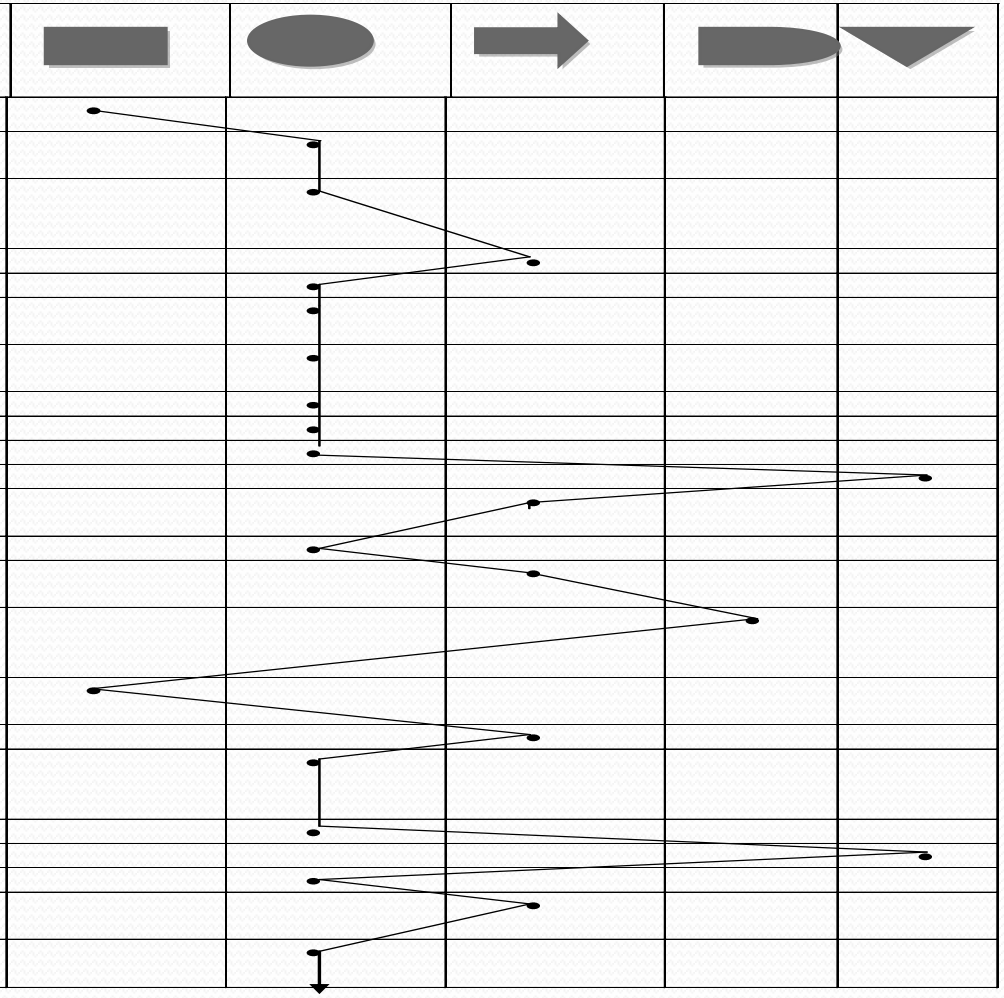


Table 3.3 Depicting the standard time calculated for each process activity.

PROCESS	STANDARD TIME
ATTENDANCE IN MORNING	27.4
DUTIES ASSIGNED BY THE SUPERVISOR	11.91
COLLECTS THEIR RESPECTIVE BROOM AND MOP FROM THE JANITOR'S ROOM	13.46
GOES TO RESPECTIVE WORK AREAS.	16.90
SWEEPS THE FLOOR OF THE AREA.	49.03
PICKS UP THE WASTE AND PUT IN THE DUSTBIN.	18.30
COLLECTS THE MOP AND WASHES IT.	15.37
MOPS THE FLOOR OF THE WORK AREA	53.72
CLEANS THE TOILETS.	35.00
TEA TIME	57.62
COLLECTS THE BIO-MEDICAL WASTE.	16.80
WAIT FOR THE BIOMEDICAL IN-CHARGE FOR GETTING THE REGISTER SIGNED	27.84
MOPS THE FLOOR AGAIN BEFORE THE CMS ROUND.	48.00
CLEANING OF TOILETS	35.00
LUNCH TIME FOR I HOUR.	189.00
MOPS THE FLOOR.	45.26
GOES TO THE HOUSEKEEPING OFFICE	13.00
KEEPS THE BROOM/MOP IN JANITOR ROOM/END OF SHIFT.	10.80

TABLE 4.1 Depicts the core and non-core activities in the whole process evaluation of the services.

Core activities	*Non-core activities*
Sweeping the floor	Attendance in the morning
Picking up the waste	Duties assigned by the supervisor
Washing the mop	Collecting the broom
Mopping the floor	Tea time
Clean the toilet	Lunch Time
Bio-medical waste collection	Goes to the housekeeping office

CRITICAL ANALYSIS

- **Activity 1 – Attendance in the morning**.
- **Need of the process-**
- Attendance in the morning is a activity which is required to track the presence of the personnel in the hospital premises. The attendance activity takes the standard time of approx 27 minutes every day. If the activity or process could be redefined or some alternative option would be required to eliminate the waste in time.
- ***Alternatives-***
- 1. A attendance sheet to be made and the person who comes should enter the time and signature .this would reduce the crowding and timely marking of the attendance.

- **4.1.2. Duties assigned by the supervisor-**
- After the attendance is marked the supervisor assigns the duty respective of each work area to a person. This takes about time. This time can be reduced –
- ***Alternative***
- 1. The duty roster for a week should be made and duties should be assigned accordingly.
- 2. Work book of each employee should be made ,to note the respective duty area ,the carry on the work to be done in the week and the column to track the following work being done on the same day.
- **Advantage-**
- 1. This would eliminate the time that the personnel take while their duties are being assigned.
- 2. This would reduce the of error in performing an activity.
- 3. Work book will have a checklist for each person, and would help monitoring and evaluation of work done by each person respectively.

- **3. Bio-Medical Waste collection time-**
- It was observed that waiting time for the bio-medical in charge is around 20 minutes per day on an average. If this would reduce then can help in overall reduction of 20 mins per cycle of work done.
- ***Alternative-***
- 1. The time assigned for bio-medical should be reassigned from 10.30 to 10.45, and every person should bring the bags at the defined time to eliminate the time.
- ***Advantage –***
- 1. This would decrease the waiting time at the bo-medical waste disposal site and would help eliminate the extra time that was previously taken for waiting.

Thank You